

**Subject:** Re: board presentation

**From:** Jeneane Beck <jeneane.beck@uni.edu>

**Date:** 2/24/2012 11:29 PM

**To:** Patricia Geadelmann <patricia.geadelmann@uni.edu>

**CC:** Ben Allen <ben.allen@uni.edu>, jennifer.yarrow@uni.edu

President Allen,

I spoke with Keith and we think it is fair to simply say that upon further review it does not appear necessary for legislative approval to close Price Lab. It is under the purview of the Board of Regents. This is the opinion at the Board office in consultation with the AG's office. So it would be better if Bob Donley or President Lang explained this to media when they inevitably ask about the next step following Monday's meeting.

I have told each member of our local delegation that they are welcome to call me or you directly with questions. I would be happy to reiterate that message either by phone or email this weekend.

Jeneane

On Fri, Feb 24, 2012 at 9:49 PM, Patricia Geadelmann <patricia.geadelmann@uni.edu> wrote:  
Ben,

Jeneane and Keith suggested that your remarks emphasize that we are not abandoning our mission and priority for teacher education in any way and provide reassurance that students will continue to receive high quality clinical experiences, noting Waterloo/Cedar Falls partnerships and new ones to be developed. I think having Dwight, Gary, and Dave available to comment would be good. You should also say that we are fully committed to the development of a vibrant research and development center to serve the state and beyond and that we will be bringing a proposal to the board in the near future for approval. I am copying Jeneane on this so she can add further comments.

(It might be good to chat with Bob Donley about the latter Monday morning).

Tonight's paper had references at several points to needed legislative action, and it seems to have become a common understanding that the school can't close until the legislature acts. We had believed that to be the case and have now learned otherwise. The docket cites the statutory authority to establish laboratory schools; thus, by extension the board has the authority to close. Should this point be made somehow to the media/the campus??

I am concerned about the area legislators --not sure how or when you should reach out to them, but I do think it might be good to communicate that you would welcome the opportunity to visit further and encourage them to call at their convenience. Jeneane can

advise further.

Today we had to provide by 4:00 the line item budget of the lab school for a legislative service bureau request. I will forward that to you. We also put together a list of laboratory schools for Jeneane in response to a staff inquiry. I'll forward that as well for your information.

Let me know if you have questions.

Pat

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Re: next steps ....

**Subject:** Re: next steps ....

**From:** Ben Allen <ben.allen@uni.edu>

**Date:** 1/17/2012 10:11 PM

**To:** Brenda Buzynski <brenda.buzynski@uni.edu>

**CC:** "jennifer.Yarrow@uni.edu" <jennifer.Yarrow@uni.edu>

Thanks.

Brenda Buzynski said the following on 1/17/2012 10:09 PM:

Ben,

Yes, - Gail called me back in the afternoon - and we plan to visit again Wed. morning (after I talk to Dwight) - to make sure all are on the same page -- about postponing the meeting --- and considering an alternative date. (we agreed to discuss the email to send etc...)

and yes - understand all your other paragraphs..... - will do as stated.... --- Brenda

Ben Allen said the following on 1/17/2012 9:48 PM:

Brenda,

Thanks for the work on all fronts.

With respect to an impartial analysis of code 256, you can contact one of the law firms and see how much they would charge for this type of work. I can't believe it would be too much. Please see Pat G. about a phone call that I received from Fandel.

The teams I put together I did so very quickly so they need some fine tuning. I believe the Cabinet thought it would be appropriate to add Dwight for the Price Lab School team and Michelle Byers for the HR team. I prefer to meet with Michelle on Monday before we add her to the team.

You and Gail might want to visit about the R&D Advisory Council -- I think it was decided that this would be postponed for three to four weeks as we sort through the options. This will be need to be done quickly so people can plan. Dwight should be informed, of course.

**Jennifer,** I believe that Gloria and I might want to meet with Jason next Tuesday if that meeting is still on his calendar. We would like to meet with Linda Fandel if that could be worked in on Tuesday afternoon.--about the Price Lab School. Of course, I

3/1/2012 2:03 PM

assume Linda will be at the STEM meeting but that will be focused on the meeting.. I probably then should stay in Des Moines--not sure how Gloria would get home but we can work out the details. If we can get a donor dinner set up in Des Moines for Tuesday evening, that would be great.

Ben

Brenda Buzynski said the following on 1/17/2012 9:23 PM:

Ben,

Safe travels this week --- and just wanted to touch base with you - on next steps - re: the changes...

If ok --

1) we will have updated documents from Wixted - to:

run by Tim -- make sure any comments/text are consistent with UF contract language

run by Tom E. -- make sure any comments/text are consistent with UF contract language

2) start the Teams - and work on answering the questions

(Pat and I talked briefly - end of today - and hope to start working on PLS Q.'s tomorrow .....we realize there is much to do - and we plan to have a Q. and A. document - for each section --- using your questions.... )

3) see if Tim has reviewed code 256 --- and if he has an opinion on the language.....

(I'd still be interested in an impartial - opinion - from an "off-campus" attorney - who works on "school codes/policy" etc....)

I'm concerned any counter action by others - will point to our opinion as "biased and from a direct report to the pres.".....(I realize this is not the case - but...)

4) check on meet and confer - is it on? -- did Gloria confirm the date/time?

5) I have 3 excel documents

1) timeline --- (needs more details etc. - but is a working document ...)

2) spreadsheet of who needs to be contacted and when ..... (need to add / clarify on this ... - Wixted copied from ours - but we should continue to

expand...)

3) spreadsheet - of your teams .... - has the "name of project/team" / pre-team individuals ...../ column - for adding additional team members as needed  
with a "tab" - for questions/answers --- (to insert your questions .....and teams will work on adding their answers... -- as well as adding more questions/answers...)

----  
If I'm incorrect - need to change etc. - just let me know. Main point - is to jump start the teams tomorrow - and get working on answers - with a goal - of having this completed by the Mon., Jan. 23 cabinet meeting. ----- Brenda

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The University of Northern Iowa provides transformative learning experiences that inspire students to embrace challenge, engage in critical inquiry and creative thought, and contribute to society.

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**Subject:** follow-up from Fri. meeting - reminders for Sat/ Sunday -

**From:** Brenda Buzynski <brenda.buzynski@uni.edu>

**Date:** 2/3/2012 5:22 PM

**To:** cabinetonly@uni.edu

Cabinet -

Quick follow-up on today's meeting ---

Ben - on Monday - to seek answers on:

1. - need bd. support on decisions
2. - need bd. support - that we are the leaders in pk-12 education - keep the r&d going ...we are expanding our research - center for innovation in education / research institute ???
3. - future "special" bd. meeting - will it be March 21? (in-person / not telephonic) - in Des Moines?

INFO. to send BEN - by Sunday noon -

1. Terry - tuition set-aside - for Ben's meeting on WED - Feb. 8
2. Gloria/Shashi - info. on AA, severance pkg., museum,
3. Terry - non-academic - (athletics, print services, other areas being explored)
4. Michael - possible sources / amounts of funds - for sev. pkg.
5. Gloria/Brenda - info. on PLS - possible talking points
6. Bill - is working on list of donors/friends - we will need to contact soon....
7. Jim - keep on eye on the timing/dates/ - what has to happen when....
8. Pat - keeping perspective on any action needed with our legislative leaders...

INCLUDE as much info. as possible - re: a "range" of the dollar/personnel impact - # of programs, staff, dollars saved, etc.

If questions, please let me know. Thanks, Brenda

--

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February 10, 2012 – 3:30 pm

Questions:

1. We need to have Code changed – to allow us to close the school.
2. When do we have Code change? (2012 or 2013)
3. We need Board approval – to seek changing the Code – timing on this – March, 2012 or Sept. 2012?

Do we announce in February?

We will reduce the amount of GF support for MPLS – by \$2M for FY13. The Dean is working on operating the school with less GF support.

The vision for conducting R&D – cannot be place bound – we need to conduct R&D throughout Iowa – and therefore – we will be seeking Board approval to change Code – to allow us more flexibility. We need to build upon our partnerships with K-12 schools – and conduct research throughout Iowa.

We will continue to work closely with Iowa's Department of Education to conduct research.

We will continue to assess the viability of operating a PK-12 school facility – and we will make a recommendation to the Board in September, 2012 – about the vision for conducting R&D work by the University.

## 2012

February – announce changes – reduction in GF support to MPLS

- Announce – will be seeking change – to separate completing R&D from the site
- We will continue to assess the viability of operating a PK-12 building – and will recommend to the Board in September – our vision ...
- Announce we will be seeking Board approval to change CODE – to separate completing R&D work from the site (MPLS)

March- May – continue to refine our vision for conducting R&D work

\*August 3 (UNI) OR September 12 (ISU)– seek Board approval – of having CODE changed and introduce – seek approval of closing school June 30, 2013 pending approval of CODE change

October – work with Gronstal and others – to introduce legislative language to Change CODE  
(Board meeting is Oct. 24-25 at UofI (No Board meeting in Nov. / Dec. Bd. mtg is telephonic)

## 2013

January/February – 2013 – CODE is changed/ approved – by legislature

February/March – 2013 – Board approves closing the school OR have Board approval in Aug/Sept 2012\*

March – 2013 – transition team is in-place to close school – (personnel, facilities, students etc.)

June 30, 2013 – school officially closed



## II. TIMING:

Feb. 3 – need support of our local legislators

Feb. 6 week – need support of our Board

Jason Glass and dept. of education

Dick J.

Mike P.

Other donors/friends – before announcing

All messages, talking points – to be determined.

Feb. 13 – Meeting with Jason Glass and Katie M. to confirm timing and decisions  
– firm up all talking points – individuals/groups to notify etc.

Feb. 16 – Ben meet with 2 editorial boards

Feb. 17 - 18

Feb. 17 – (Thurs.) preview message to campus and stakeholders

Feb. 18 – (Fri.)

*Feb. 20 – week - Draft – schedule*

*Feb. 20 – hold meetings – 3 – 30 minute meetings with groups of faculty ...*

Feb. 20 – R&D Advisory Council – inform of change -

Feb. 20 – 3:15 pm – meet with PLS faculty/staff – notify of GF budget reduction

Feb. 20 – 4pm- announce changes to CAMPUS – Great Reading Room

### III. DRAFT announcement – talking points:

#### CHANGING ENVIRONMENT:

As you know the landscape in education is changing. New technology, distance delivery systems, new learners, and teaching standards/requirements – always evolving and changing. The environment is dynamic and we need to be flexible, innovative, and adaptable to change.

#### NEW MODEL needed:

1. Need Innovative Model to broaden our outreach – to conduct research throughout Iowa.

We need a model for conducting research – that allows us to change. As education reform is continuously evolving - our research cannot be bound to one place. – We need the autonomy to conduct research – where it is best suited to be completed. We need to - and want to broaden our outreach by conducting research throughout Iowa.

2. Need to Strengthen and Focus our research to address state needs.

We will strengthen our research focus – and continue to be a resource for pre-service through career educators. We will coordinate and complete evidence-based research – that meets the changing needs of diverse learners. To do this, we will conduct research – where it is best suited to be completed – and this cannot be restricted by place.

3. Plan to Implement an Innovation Center for Education to focus on PK-12 education research. Pending Board approval, the Center will be within the College of Education and connected with pre-service education and in-service professionals.

(Does the Board need to approve a Center – before announcing?)

As part of education reform, we will strengthen and broaden our outreach throughout Iowa. We will increase our research capacity and bolster our efforts to meet the education research needs of our state. We will work closely with the Iowa's Department of Education.

#### Innovation Center for Education at UNI

##### 2 Key Components:

- Partnerships with K-12's throughout the state
- Virtual partnerships/relationships (via research, dissemination, etc...)

At UNI - we have the responsibility to get the best “thinkers” – we need to leverage obtaining the best thinkers – develop research questions – have a Center of INNOVATION and connect to other Centers at UNI and throughout Iowa (disability, IMSEP, etc.)

**\*\*\* Think Tank to also recommend policy changes – have a policy advocacy group to improve learning throughout the state – DE would look to this THINK TANK as a resource to help drive state policy and have an impact on the STATE and NATION \*\*\***

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The Center will consist of professors with PK-12 experiences who will work collaboratively with Iowa school districts.

We will focus on addressing state needs. For example, the center will focus on generating, piloting, and researching the effectiveness of project-based education in a contemporary-based reaching and learning environment

Center would:

- Act as a clearinghouse for innovative pedagogical techniques and curriculum design and development
- Create a repository of innovative research and practices that all PK-12 teachers can access
- Support and provide professional development for teachers
- Provide best practices

HOW WILL we do this:

To strengthen and expand our research capacity - we will reallocate resources. We will invest in conducting a distributed model of research. We will hire a Research Director – with extensive education research experience – who can provide leadership to collaborating with other prominent and evidence-based researchers throughout the world – and lead the university in completing research needed by Iowa, the Midwest, and throughout the US.

We will continue to be the leaders in preK-12 education. We are investing further in our commitment to conduct research. Research is continuous and evolving – and we will work closely with the Department of Education to identify and investigate research – that is needed in Iowa.

NEXT STEPS needed:

We will hire a Research Director.

We will reallocate resources to invest in building our educational research capacity.

We will reduce GF support to Price Lab School.

We will seek Board approval in March, 2012 to change state code.

We will work with our legislators to change state CODE – as needed.

#### WHY Change the R&D Model:

There are a number of reasons – but a partial list includes:

- 1) We have too many limitations with the current model and structure of MPLS.
- 2) The focus of our model need to be on Research and Development
- 3) Boundaries are in-place – and we have annual restrictions on growing the school with more students.
- 4) Declining enrollment. School has experienced declining enrollment over that past few years.

(Projected – best case scenario – not until 2025 – would we have 425 students.)

- 5) We need more flexibility with hiring practices (master agreement precludes us) – and the current model and structure does not allow for this. We need new and innovative approaches -

(We can ask for waivers for the state – but we need to be creative in our hiring practices and have flexibility.)

- 6) Structure – we don't have the facility needed to conduct new and innovative research and outreach. A new building is needed and given the size of the school, it is cost prohibitive to build a new school for the enrollment we have.

(Biggest problem – is the windows are not cost efficient.)

- 7) Resources – state appropriations have declined – and we need to reallocate our resources – so we can invest in state-of-the-art research – that will result in new and innovative approaches, and help our state's education reform efforts.

(What amount of resources – are we reallocating? \$1.5 M will be reallocated –and we will hire a Dir. of Researcher)

- 8) Our Professional Development School (model) – has proven, that conducting our pre-service teacher clinical experiences in area schools – works exceptionally well. This model is an innovative partnership with the Cedar Falls and Waterloo community schools that creates a hybrid learning community - to bring about exemplary teaching and learning environments, and it focuses on the improvement of PreK-12 student achievement.

## GENERAL FUND SUPPORT AND State per pupil FUNDING LEVELS

### General Fund \$

FY09 = \$4,049,000\*

FY10 = \$3,098,000 (I believe they received add'l support from Contin. Ed., Col. of Ed. etc.)

FY11 = \$3,523,000 AND (316,000 in STATE per pupil funding) = \$3,839,000

FY12 = \$3,281,000 AND (\$2,328,130 STATE per pupil funding) = \$5,609,130

\*FY13 – projected - reduce GF \$3.2 – 1.5 = \$1.7 M in GF support + approx. \$2.1 M = \$3.8M\*

\*IN FY13 – budget of \$3.8M – reverts the budget back to the FY09 budget level.

## IV. Questions:

1. How much will we save – if we close the school?

Operational cost – building – \$596,686 savings

Personnel costs – varies – depends –

FY12 - Total Support

General Fund = 3.28 M

Per pupil (state) = \$2.3 M

Total = \$5.6 M

1. What support is provided to PLS?

Currently: GF = \$3,281,001

(State) Per Pupil Fund = \$2,328,130

Total = \$5,609,131

2. What is the cost to operate MPLS?

Personnel = \$ 4,456,877

Supplies & Services = \$1,031,560

Transfers Out = \$120,694

Total = \$5,609,131

However, if add hot lunch program of \$235,744 = 5,844,875

Hot lunch program cost? 234,744

(Hot lunch is supported by students = \$134,855 + GF = \$100,889

### **What is the savings by closing MPLS?**

1) If closing the building:

(but keep Nielsen fieldhouse) = \$596,686 savings

2) If close building and transfer 5 ten. track and 19 ten. instructors to COE to C&I = **\$2,015,863 savings**

(no longer operate the school, no more tenured faculty, clerical, nurse, guidance counselor etc.)

### **\*\*\* How will a reduction of \$1.5 million in GF support be implemented at MPLS?**

Many of the details will be determined but there will be some cuts to: administration, faculty, there may be some creative staff scheduling

**We will maintain quality instruction!**

**Question 2)** Schindler Hall planning team – need to find out plans – for including remodel – with “research capacity” – and having a statewide “outreach” room .... / high tech. room etc.

### **Question 3) How can our legislators help?**

We need their help – to reshape – how we will go forward – and be the leaders in pK-12 – education – and conduct research that is needed by the state of Iowa. We need their support – when changing CODE – and to help restate our commitment to our mission - of continuing to be a leader in prek-12 education.

We will continue to be prominent leaders in the teacher education program and invest further in conducting extensive and innovative educational research – that will meet the state of Iowa needs.

Help us transition students/families to the school of their choice in Fall 2013.

Question 4) Approval?

Important to note that these changes are contingent upon:  
Board approval of going forward to change CODE  
Legislative approval – on CODE changes  
Board approval of closing the school

5) When did the Audit take place?

Report released from the State Auditor – June, 2009

1. What process must UNI follow to close down the PLS - its own and Boards processes or state requirements now required of schools who receive State per Pupil funds? How fast can we get a legal opinion on this crucial question?
  - A.

We have a legal "view" from DE, uni, and from Simmons Perrine (CR) as of Jan. 21. On Jan. 24 - we can pursue obtaining a formal opinion from S/P - is we wish to still obtain this. Also, it is clear the Governance structure - per CODE 265 - is the Board of Regents. The Board would have to "close" the school - code changes are needed etc.

Current CODE 265 is written as if the R&D is to occur at PLS, and there is mention of students being able to transfer to and from the school - so it appears the "school" - is not virtual - but one with students etc. much discussion is needed yet - re: the vision for conducting the R&D, perhaps the Dir. of R&D research could be pursued/hired - but we also need to separate - per pupil funding from the UNI funding - so we know the amount of funding being utilized for "research" verses school operations. CODE also does NOT state - we need to have 2 sections of classes per grade level, a certain # of administrators, or offer athletics, music etc. We do believe the budget can be reduced and decisions will be needed - as to implementing the cuts.

2. Which legislators do we inform ahead of time and when do we do this?
  - A.

Just before any announcement we need to notify our local legislators:

Kressig, Dotzler, Rogers, Danielson, Kaztozic (sp?), Berry

We may also want to inform: Schoenjahn, Winckler, Gronstal, Dvorsky, and any key leader of an education appropriations committee.

3. How do we position this decision to legislators who fought for the R&D school and we participated in the process with?
  - A.

We need to have a white paper - plan for conducting R&D - and eventually - how we want to conduct this throughout Iowa. --- If we eventually want to pursue - conducting R&D virtually - we need a plan and will have to keep key legislators informed - eg. Winckler, Kressig, Danielson, Kressig, Schoenjahn etc. - Need a clear mission/vision of the R&D school.



4.

How do we accommodate the clinical experiences of UNI students who now receive those at PLS? Can the PDS model be expanded to accommodate - yes, according to superintendents.

A.

We need to be thinking of how we can have our pre-service teachers conduct level 2 work at another location. We should be thinking of how we can expand our PDS model etc. - and students complete their experiences at other schools.

5. How fast should the school be closed - by July 1, 2012 or July 1, 2013 (depends somewhat on answer in first bullet)?

A.

At this time - per CODE 265G - we don't believe the school can be closed. STATE CODE needs to be changed - and that may have to be pursued the spring 2013 or later legislative session.

6. Need to have a well-drafted white paper on how the R&D school will be accomplished under a different model-a distributed model, a virtual model.

A.

Yes, will discuss with the COE Dean - we need a new model for conducting R&D - a white paper, plan, etc. - are all needed.

7. What other universities have shut down their lab schools in the past 25 years or so? How have they fared as institutions for preparing teachers?

A.

We will complete research on this, - one article was shared - re: Lab schools - closings -- in 1960 had 212 lab schools, and now have only 100 lab schools - we will research the International Assoc. of Lab Schools organization - for information etc.

8. Why keep all of the tenured faculty in this case when we won't in the other academic program closures? What will they do?

A. Term staff/instructors - may not have their contracts renewed - We will have to focus on placing the tenured staff/faculty - and or on severance packages.

9. Who are the donors/alums that we must contact? (Price, Coleman, etc.)

A.

\*\* Whatever the decision - or future plans - we need to keep M. Peterson informed.

10. What are the constraints, if any, created by athletic and other considerations in terms of longer-term scheduling commitments?

- A. This depends upon where the cuts are made. COE DEAN will have to make recommendations for implementing the budget cuts, and the Provost will consult with the Dean and have final approval.
11. Are there any accreditation implications for the Teacher Ed Programs by the professional organizations or by the STATE DOE?
- A. COE DEAN to check on accreditation standards and if there are implications - due to budget cuts etc. The QUALITY of the pre-service teachers' field experiences must remain consistent and of the upmost quality.
12. Given Allen's participation in the process that created the R&D school at the PLS, why the change now?
- A. We can not hold harmless the PLS from budget cuts. Their budget will be reduced - just as other areas of the university have had budget reductions.
13. Why now when the funds are becoming better? (\$40 million cost of new building, new ways of handling the research and its dissemination via technology, etc.)
- A. We have new ways - "technology" - to use to conduct and share research results.
14. What do about the Price name? Issues with Nancy Price and family.
- A. We will need to contact the Price family – perhaps consider some renaming options.

**Subject:** Re:

**From:** Ben Allen <ben.allen@uni.edu>

**Date:** 2/23/2012 10:37 PM

**To:** pallen pallen <pallen@uni.edu>

I don't know.

Ben

pallen pallen said the following on 2/23/2012 10:21 PM:

That's not a surprise. They are the ones doing the writing. Did they get any email in favor of cutting baseball?

On 2/23/12, Ben Allen<[ben.allen@uni.edu](mailto:ben.allen@uni.edu)> wrote:

Pat,

When I spoke with Dave Miles today, he said that the Price lab closing broke the existing record held by the baseball decision for the number of e-mails.

All but one was opposed to my recommendation.

Ben

--

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3/2/2012 1:32 P

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